Stephen’s phone call ignited new urgency at PbS in 2019. He is the perfect example of why we do what we do. Stephen, who had been incarcerated for about nine years, was awarded more than $5,000 from PbS to further his education and help smooth his transition to living independently. We were so proud when he called the office last fall to thank us for the support and let us know he was just about to earn his master’s degree in global supply chain management.

Incarcerated at age 15, he now has a job with medical, vision, dental and retirement benefits.

“It gave me a reason to do more, work harder and destroy the assumptions of what incarceration means for future life.”

Stephen is just one of hundreds of young people who can overcome tremendous disadvantages and barriers with just a little help.

We had a very productive year. Here’s what we accomplished helping juvenile justice agencies improve and do more to help give young offenders a much-needed second chance. We completed new national standards for reentry services and integrated them into our current PbS for Community Residential Standards. We developed a new PbS Youth Reentry Survey and shared with correction and community residential programs to learn more about how prepared and ready youths are when they leave. We built incredible new technology that allows for deep dives into information about isolation and room confinement and data dashboards that you can customize so your favorite information greets you when you log in. We incorporated the new PbS Education and Employment Foundation to reach more young people like Stephen.

The new PbS foundation is an innovative way all of us can support and create the essential educational and employment opportunities that are usually unavailable to youths involved in the juvenile justice system. While evidence shows that an education and a job keep kids out of trouble, far too often those are out-of-reach for kids like Stephen. Juvenile incarceration decreases the chances for high school graduation by as much as 39 percent and increases adult incarceration by as much as 41 percent.

As a way to combat this stunning statistic, last year PbS awarded a total of $13,500 for youth and staff scholarships, matching summer employment earnings and funding for easing reentry back into the community. But sadly, we received applications totaling more than $300,000 in requests. It’s time we do more.

Want to help? Do you shop on Amazon? If you do, are you willing to make PbS your charity of choice? You can also consider donating online. Any amount is appreciated. There are so many youths with the potential for bright futures, who are waiting for your help.

Thank you. I look forward to our work together in 2020.

Kim Godfrey,
Executive Director, PbS Learning Institute
President, PbS Education and Employment Foundation
Participants, spanning 46 agencies in 37 states, use PbS’ continuous improvement model to improve their correction, detention, assessment and community residential programs. In their first year of participation, sites complete a Candidacy program that ensures the data collection, reporting and analysis processes are in place with intensive training and coaching and ongoing technical assistance. Participants join voluntarily and pay an annual modest fee to participate in data collections. Together in 2019 they submitted a total of 20,018 incident reports, 13,833 staff climate surveys, 10,484 youth climate surveys, 8,464 youth records, 5,652 youth exit interviews and 3,236 family surveys.

PbS participants span all regions. In addition to providing participants with training and technical assistance (see page 8), PbS supports their work in smaller regional groups. These four regions - Northeast, South, Midwest and West - convene at regular intervals to keep the momentum and networking strong in between the annual PbS Agency Coordinators Trainings and to include more staff in PbS training opportunities.

Past participants PbS has been involved at some point in every state except for Wyoming.

Newest participants PbS added participants from seven states this past year as outlined in red on the map.

Current participants In 2019 PbS was being implemented in 37 different states as shown in dark blue on the map.

In 2019 PbS was being implemented in 37 different states as shown in dark blue on the map.

PARTICIPANTS

<table>
<thead>
<tr>
<th>PARTICIPANTS</th>
<th>STATES</th>
<th>ACTIVE USERS</th>
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<tbody>
<tr>
<td>191</td>
<td>37</td>
<td>1,930</td>
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</table>

Past participants PbS has been involved at some point in every state except for Wyoming.
leadership

The PbS Learning Institute was incorporated in February, 2004 in Boston, MA to sustain and expand the successful Performance-based Standards (PbS) program at the conclusion of federal funding granted to the Council of Juvenile Correctional Administrators (CJCA), now known as the Council of Juvenile Justice Administrators (CJJA), to operate PbS. It is governed by a Board of Directors who advise and support the organization’s strategic planning, staff and finances. The Board is comprised of four officers - president, vice president, treasurer and clerk - and eight directors who are elected for three-year terms. The board reserves one seat for the current CJJA president to represent our partner organization, two seats for PbS Agency Coordinators to represent participants and one seat for a PbS Coach.

Bartlett H. Stoodley
President
Retired - Former Associate Commissioner Maine Department of Corrections’ Division of Juvenile Services

Joseph Dominick
Director
Executive Director, Florida Parishes Juvenile Justice District

Lisa Bjergaard
Director
Director, North Dakota Division of Juvenile Services

Joyce Burrell
Director
Coach, Performance-based Standards

Mike Dempsey
Director
Executive Director, Council of Juvenile Justice Administrators

Simon Gonsoulin
Vice President
Principal Researcher, American Institutes for Research

Terri Williams
Treasurer
Chief Development Officer, Community Solutions, Inc.

David A. Giordano
Director
Principal, Giordano Law LLC

Velvet F. McGowan, CPM
Director
Deputy Director Division of Institutional Services, South Carolina Department of Juvenile Justice

Megan H. Milner
Clerk
Director of Community Based Services, Kansas Department of Corrections – Juvenile Services

Shannon Weston, PhD
Director
Director of Quality Assurance/ Public Information Officer, Alabama Department of Youth Services

Angela Williams
Director
Assistant Vice President of Program Quality, JCCA
Each year, PbS strives to provide quality training and technical assistance to participating agencies, in order to build agencies’ internal capacity to use PbS’ continuous improvement model. The principal training event of the year is the annual PbS Agency Coordinators Training, which in 2019 was held in PbS’ hometown of Boston, from August 1-3. The theme of this year’s training was “Focusing on the Future,” and featured speakers and discussions for participating agencies about mapping out the road ahead and facing new and different challenges that may arise in their work with young people.

Terri Williams, PbS Board of Directors Treasurer and Chief Development Officer for Community Solutions, Inc., delivered the keynote presentation, on the use of data in delivering services to juveniles. Terri’s engaging presentation and the ensuing question-and-answer session were followed by a panel of five PbS Agency Coordinators, who offered stories and guidance on a number of challenges faced by their agencies, such as improving emergency preparedness and working with female youths. The training featured many networking opportunities, including pairing newer Agency Coordinators with more experienced ones, to share some of the challenges and successes of using PbS within their agencies. The training also allowed Agency Coordinators the opportunity to expand upon discussions from online regional calls held throughout the year. The updated Reentry Measurement Standards were also announced and the new PbS Education and Employment Foundation was introduced.

In addition to the annual training and regional meetings, PbS supports participants with expert coaches available by phone and email throughout the year and who visit sites once a year. As veteran juvenile justice professionals, coaches are instrumental in helping agencies use and understand data and PbS as tools to manage risks, drive change and continually improve. PbS’ training and technical assistance services also include the Help Desk, which is eagerly staffed during regular business hours to answer phone calls and respond to emails. The Help Desk team is highly respected for responding to emails promptly. During the April and October 2019 data collection periods, over 2,700 data quality emails were sent to and received from participants, ensuring more accurate data and robust reports for the field.
About Barbara Allen-Hagen

Established in 2007, the Barbara Allen-Hagen Award continues to encourage sites to treat all youths as one of their own through their Facility Improvement Plans. This award was created to honor Barbara Allen-Hagen, PbS’ champion and project monitor at the Office of Juvenile Justice and Delinquency Prevention (OJJDP), upon her retirement. The winners are selected by a committee (see page 23) for best exemplifying PbS’ commitment to treating all youths as one of our own by developing and implementing strategic plans to change practices that result in positive outcomes for youths, staff and families.

Winners are honored at the annual Awards Night, which is held in conjunction with the PbS Agency Coordinators’ Training and Council of Juvenile Justice Administrators’ (CJJA) summer meeting. The winners additionally receive short videos that feature staff and youths telling their story of the successful improvement.

Good, better, best. Never let it rest. ’Til your good is better and your better is best.”
Barbara Allen-Hagen’s mantra

Barbara Allen-Hagen Award

Winners

Green Hill School Correction

Green Hill School in Chehalis, WA, was selected for their comprehensive Facility Improvement Plan (FIP) to reduce the use of room confinement and the eventual closure of the facility’s segregation unit. Through technical assistance grants related to reducing room confinement, a local work group was able to identify alternatives to confinement, address staff training needs to do work with youth differently and provide insight to unit leadership about how to direct this work in a way that validates staff experiences with this type of culture change.

Stevenson House Detention

Stevenson House Detention Center in Milford, DE, was selected for effectively reducing confinement by modifying their behavior management system. Staff have been trained in life skills in order to provide solid programming for youth. There is a structured group focused on life skills three days a week and there are options for group two days a week. The PbS team at Stevenson House also focused on staff morale, and staff have responded well to the changes and the benefits have been clear.

Luther Hall Community Residential

Luther Hall in Fargo, ND, was selected for improving youths’ understanding of the rules and perceptions of fairness and safety in their program. The team has focused on individualizing specific treatment plans for all youths and also partnered with various community supports such as the Fargo Police Department, Youth Works, hospital emergency rooms and inpatient programs. The culture at Luther Hall has a strong focus on the team. The team uses their improvement plan and collected data to evolve and become stronger – in a constant state of assessment, decision-making and further assessment.
KIDS GOT TALENT CONTEST

PbS understands the importance of recognizing youths and their talents, which led to the PbS Kids Got Talent Contest, established in 2015 as a way to showcase those talents of youths in PbS facilities and programs. PbS invites all youths in participating correction, detention, assessment and community residential programs to submit an audio or video recording of their talents. Staff and leaders from 18 facilities and residential programs in 12 states created opportunities this year for youths to sing, dance, rap, read poetry and show off other talents. A panel of expert and celebrity judges assess the contestants’ overall performance, presence and originality. PbS invites the solo winner to the national award ceremony to perform live. We were pleased to have the runner-up perform this year as well as the youths from the winning group performance.

AWARDS

SCHOLARSHIP
The PbS Scholarship Fund was established in 2016 to inspire, encourage and assist youths and staff pursuing post-secondary education. Two youths and two staff are selected to receive up to $2,000 each by the PbS Board of Directors based on the applicants’ essay explaining how he or she will “pay it forward” and use what they learn to better the lives of future generations. The four recipients in 2019 will use their awards to pursue their education in a variety of fields, including careers in education, social work, music technology and community outreach.

REENTRY AWARD
To join other national efforts to improve reentry outcomes, since 2016, PbS annually provides Reentry Awards to help ease and support youths’ transition from secure placement to the community. Applicants submit their requests for extra support and winners receive $500 gift cards to purchase household items such as linens and dishware, clothing appropriate for job interviews and other necessities. Some of the ways this year’s recipients used their awards include purchasing a bicycle to commute to work, clothing for school and a variety of household items.

EMPLOYMENT MATCHING AWARD
PbS believes stable and fulfilling employment serves as a bridge back to community and adult life when youths leave facility care. The PbS Employment Matching Award was established in 2017 to promote the practice of connecting young people with incarceration experience to work opportunities and positive work experiences while in custody. The PbS Employment Matching Award matches up to $1,000 of what selected youths earn from July 1 - Sept. 1 and the winners receive the funds upon release from the facility. In 2019, winners worked at a variety of jobs, including cooking, housekeeping and screenprinting.

Congratulations to all who participated.

AWARDS NIGHT LIVE PERFORMANCES
Solo performer from Maricopa County, Arizona (right) and group performers from Delaware (above).

88
YOUTHS PARTICIPATED IN THE TALENT CONTEST

26
Staff and youths applied for scholarships

11
Applications for reentry awards

46
Applications for employment matching awards
**TECHNOLOGY**

PbS is constantly working to provide the most cutting-edge tools to juvenile justice providers to help them better gather and analyze data quickly and intuitively. In 2019, we expanded on our powerful web-based applications to deliver better user experiences and provide additional resources to those using PbS.

- **Dashboards**
  Upon signing in to PbS, all users are now met with a fully-customizable dashboard interface allowing one-click access to all of PbS' tools and resources.

- **Kiosk Audio**
  Youths taking PbS climate surveys using our touch-screen kiosks now have the option of having each question read to them using built-in audio. Headphones can be plugged in and used to hear each question.

- **Performance Profiles**
  Community programs participating in PbS now have our first interactive report to connect all three phases of the PbS improvement cycle. This new report offers insights starting with PbS processes through an analysis of performance outcomes.

- **Training Videos**
  PbS' new training video series gives facility staff an easy to follow overview of data collection processes and website navigation. Broken into short 2-3 minute clips, these videos can be watched continuously by topic or are easy to refer back to as a refresher.

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**PLANNING FOR 2020 AND BEYOND**

- **NEW REPORTS**
  Creating interactive comparisons of perception data

- **GETTING SOCIAL**
  Sharing our work and the data using social media

- **ARCHITECTURE**
  The backbone of the PbS website to be modernized

- **FACELIFT**
  A new design and fresh look for anyone visiting our website
Youth REENTRY Survey

The first step to bring the new reentry standards and measures to the field was the introduction of the PbS Youth Reentry Survey. Designed to supplement administrative reentry information, the survey provides information about youths’ readiness and preparedness for reentry. It includes questions about their perceptions of their competencies, experiences, supports and opportunities as well as sense of hope and purpose – all of which are indicators of reentry success.

The survey can be administered when a youth leaves a secure facility, when a youth leaves a community residential program and when a youth is released from post-placement community supervision to give agencies insight into how youths are prepared and ready at the different points along the justice continuum.

The PbS Youth Reentry Survey officially replaced the Youth Exit Interview starting Nov. 1, 2019 to be collected for the April 2020 data collection.

Fairness
- 83% Felt they were treated fairly
- 80% Felt respected by staff
- 96% Said their gender identity was respected
- 93% Said their sexual orientation was respected

Community Connection
- 39% Participated in volunteer work that made them feel good
- 35% Participated in any political or organized community activities that were important to them
- 39% Participated in formal discussions about discrimination

Access
- Most had access to or in their possession:
  - 70% A cell phone
  - 67% Their birth certificate
  - 61% Their Social Security card
  - 28% Their medical records
  - 17% Their immunization records
  - 52% A valid ID

It was an inspiring and challenging task to develop a set of reentry measurement standards to provide the Office of Juvenile Justice and Delinquency Prevention, Office of Justice Programs, U.S. Department of Justice (OJJDP) with a set of aspirational standards to lead and promote reforms in juvenile reentry as well as identify meaningful data to assess and monitor the quality of services delivered.

PbS extends its gratitude toward the more than 225 dedicated chief executive officers, program directors, managers and line staff, probation and case workers, private providers and family representatives consulted during field testing to collect feedback about the content and value of the standards. Their insight grounded the work in the field’s needs and guided the reentry standards’ development to translate research into practices and measures that are meaningful for daily operations, set high expectations and offer a path to achieve positive results.

Four years of research, data analysis and field testing resulted in a framework of standards and measures grounded in research and practice to assess youths’ preparedness and readiness when they leave residential placement and when their post-placement supervision and/or system involvement ends. The framework is grounded by guiding principles of fairness, accountability, family and collaboration and is organized by reentry domains key to preventing reoffending and achieving positive youth outcomes such as education and employment, well-being and health and connection to community as well as domains for best reentry practices such as assessment, case management and quality improvement and assurance.

The reentry work already has improved PbS: the Youth Exit Interview has been revised to be the Youth Reentry Survey and is available to all facilities as well as probation/parole departments for youths leaving supervision; new standards and measures in the domains of education and employment, well-being and health and community connection and contribution have been added to PbS for Community Residential Programs and will be integrated into PbS for secure facilities in 2020.

Building Capacity

PbS began work on its second OJJDP reentry grant with project partners National Center for Juvenile Justice (NCJJ), who completed the development of Fundamental Measures for youth agencies. Together we will provide training and technical assistance to share the results of both projects and help agencies better manage and monitor reentry services.
Support Education Opportunities

The Scholarship Fund is a higher education tuition award, paid directly to the school, that financially supports youths and staff pursuing post-secondary education.

Promoting Positive Work Experiences

The Employment Matching Award program matches money earned by youths while incarcerated. Funds are distributed upon their successful release.

Helping Successful Transitions

The Reentry Award assists youths with the transition to life in the community. Funds can be used for essentials like job interview clothing, food and diapers.

“A lot of people I have met feel discouraged about college after they are sentenced to a juvenile facility. I have been in placement multiple times and I still got accepted to the school that I want to attend. Hopefully my story will inspire people to still pursue their dream.”

- A Recipient of the 2019 Scholarship

“I want to work with at-risk youth. I want to be a worker in a place like this because I’ve been there.”

- A Recipient of the 2019 Employment Matching Award

“My transition back to society will be difficult because I lack family support. My mother is fighting breast cancer and I haven’t seen my father in three years. I have been incarcerated for nearly five years so I have nothing to come home to and any amount of money will be used resourcefully.”

- A Recipient of the 2019 Reentry Award

The PbS Education and Employment Foundation supports youths who’ve experienced the juvenile justice system to achieve their education and employment goals and continue on a path to meaningful, sustainable careers and self-sufficient, purposeful lives.

Supporting Education and Employment

Too many youths leave the juvenile justice system without the supports and opportunities they need to have a real second chance and they fail. PbS launched the PbS Education and Employment Foundation in the summer of 2019 as an independent public charity specifically to increase support provided through our three current awards programs that have helped give more than 50 youths that real second chance. In 2019, PbS received over 80 applications for the Scholarship, Employment Matching and Reentry awards, totaling just under $100,000. Applicants requested support to finish college degrees or earn credits, extra money in their pockets from summer employment while incarcerated and money to purchase independent living basics from dishware and clothes to diapers. We had just $13,500 to give to 15 youths and felt we needed to do more.

Our decision to launch a fundraising effort is grounded in research and experience that shows all youths have better life outcomes when they have had worthwhile and rewarding experiences at school and at work. Youths in the juvenile justice system miss those significant developmental experiences, which exacerbates the disadvantages such as poverty, trauma and abuse that likely led to their justice system involvement. PbS has existing award programs that have been successful in connecting justice-involved youths with support not otherwise available that we can expand to help more youths. The more awards we can provide, the more second chances are given.

The awards also are intended to promote and inspire juvenile justice agencies to increase opportunities for post-secondary education and work experiences for youths in their care. To lead by example, PbS created a new staff position for a youth with justice-system experience to join our team and with seed money from the Annie E. Casey Foundation, hired our first Youth Coordinator in July.
PbS practices excellent financial stewardship to provide maximum benefits to our participants and advance our commitment to providing youth-serving agencies with a continuous improvement model that results in safe and healthy juvenile justice facility environments and positive outcomes for youths, staff and families.

In 2019, PbS accessed approximately $169,000 in funding made available from the Office of Juvenile Justice and Delinquency Prevention (OJJDP), the Office of Justice Programs, the US Department of Justice to replicate our standards and measures approach to improvement for youth reentry programs and services. The OJJDP award, which began in 2015, ended in Sept. 2019. The work is being continued with a second cooperative agreement with OJJDP for $1 million over three years to help agencies build capacity to collect, report and analyze reentry data. While fees for participation remain the primary source of income for PbS, we continue to seek additional revenue sources to ensure continued growth.

As youth-serving agencies across the country face ongoing financial pressures from their local governments, a few participants did not renew their annual contracts in 2019. PbS successfully lowered its total operating costs in 2019 compared to the prior year, but combined with increasing travel costs, still sustained a loss of $111,069, the first loss in several years. PbS operates a fair pricing model and has worked steadily over the years to spread the costs of services evenly among participants. Increasing numbers of participants, grant income and careful spending has allowed PbS to avoid program-wide price increases for the past three years. PbS remains financially strong with working capital that far exceeds the loss sustained in 2019. We are evaluating our pricing in 2020 and 2021 to ensure we maintain our fair pricing model. We also have already engaged with several new participants beginning in 2020 and will continue our 25-year-old tradition of providing research- and field-based guidance and services to ensure all justice-involved youths are treated like one of our own.

As a Massachusetts based 501(c)(3), PbS reinvests fund balances directly back into programs for participants. The Board of Directors Finance and Audit Committee regularly reviews financial statements and reports. The full board votes to approve the annual budget and annual independent audit. Audited financial statements are available upon request.

### Statements of Financial Position

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<td>Cash</td>
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<table>
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<th>Current Liabilities</th>
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<tr>
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<tr>
<td><strong>Net Assets without Donor Restrictions</strong></td>
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</tr>
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</table>

| Total Liabilities and Net Assets | **$1,801,441** |
We offer special thanks to:

2019 PbS Barbara Allen-Hagen Award Selection Committee

JOE COCOZZA
Retired, National Center for Mental Health and Juvenile Justice

MIKE DEMPSEY
Council of Juvenile Justice Administrators

SIMON GONSOULIN
American Institutes for Research

SAMANTHA HARVELL
Urban Institute

LINDSAY HAYES
National Center on Institutions and Alternatives

MELISSA SICKMUND
National Center for Juvenile Justice

BARRY STOODLEY
PbS Board of Directors

TANYA WASHINGTON
Annie E. Casey Foundation

2019 PbS Kids Got Talent Judges

SARAH JOY ALBRECHT
Public Welfare Foundation

NATE BALIS
Annie E. Casey Foundation

PATRICK GRIFFIN
MacArthur Foundation

CAREN HARPA
Office of Juvenile Justice and Delinquency Prevention

SUSAN WORNICK
TV host

2019 Agency Coordinators Training Planning Committee

JOYCE BURRELL
LOIS JENKINS
AL LICK

MARC SCHINDLER
Justice Policy Institute

NAOMI SMOOT
Coalition for Juvenile Justice

MEGAN MILNER
JANICE SHALLCROSS

ABOUT US
Committed to treating all youths as one of our own

PbS has enjoyed 25 years working with juvenile justice agencies to turn around young lives by improving the conditions and quality of life in our nation’s secure facilities and residential programs. The work is done by an incredibly dedicated and talented team of eight full-time employees and seven coaches. Together with our participants we design improvement and reform strategies, develop new tools to use data to manage and create innovative solutions to the challenges facing juvenile justice agencies. We believe that all youths should be treated like one of our own and echo Barbara Allen-Hagen’s mantra: “Good, better, best. Never let it rest. ‘Til your good is better and your better is best.”